

Q CASE STUDY

Behavioral Health Strategic Support

THE CLIENT

King County Department of Community and Human Services, Behavioral Health and Recovery Division

THE CHALLENGE

Beginning in 2016, Washington State transitioned from separate systems to administer and fund Medicaid physical health, behavioral health, and substance use disorder services to a single system of integrated managed care (IMC). The Department of Community and Human Services, Behavioral Health and Recovery Division (BHRD) in King County, Washington's largest county, engaged HMA as a strategic and business planning partner. HMA was engaged to plan, design, and implement the transition from a state-funded, county behavioral health organization to a county-provider partnership that operates an independent practice association (IPA)-like entity contracting with the five integrated managed care plans in the region.

THE APPROACH

Since 2018, HMA has provided critical strategic and business planning recommendations to King County to initiate a partnership with behavioral health providers. The work included navigating strategic managed care contracting decisions, developing King County's operational "backbone" to align with managed care expectations, supporting network providers to meet new Medicaid requirements and managed care performance expectations, and advancing the state's vision of providing whole-person, integrated care. Examples of key areas of support include:

- » Development of a unique county-provider partnership that is governed by a joint decision-making partnership between King County and behavioral health network providers.
- » Strategic considerations in managed care contract negotiations, including development of value-based payment models.
- » Design and implementation of evidence-based, integrated care models to advance a whole-person care delivery system.
- » Design and implementation of provider payment models aligned with the clinical model of care and managed care performance expectations.
- » Design and implementation of braided funding streams to leverage local, state, and federal dollars.
- » Development and implementation of a provider performance dashboard to track and improve network performance.
- » Design and implementation of administrative functions to align with managed care contract expectations and the needs associated with operating a high-performing network.



THE RESULTS

Rather than eliminate its role as a behavioral health administrator, BHRD has worked with HMA to design and develop an innovative county-provider IPA-like model to contract with integrated managed care plans. In contrast to other regions of the state where behavioral health providers are contracting directly with plans, the King County model represents a unique and mutually beneficial partnership. This alternative solution allows BHRD and the managed care organizations to leverage the benefits of financial integration, while also recognizing the long-standing expertise BHRD has in supporting and administering robust clinical services as well as the local system knowledge of BHRD's existing specialty mental health service provider network.

King County is now delegated by all five managed care organizations to continue managing Medicaid behavioral health services in the region and is held accountable by the managed care organizations to meet contractual and quality requirements.

Through the strategic and business planning relationship, HMA continues to support King County to shift into an integrated managed care environment, engage in a partnership with community behavioral health providers, and develop a model of care that leverages local behavioral health provider expertise and provides key backbone infrastructure necessary to ensure a high-performing and integrated behavioral health network.